

Los Angeles County
Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

John F. Schunhoff, Ph.D.
Interim Director

Gail V. Anderson, Jr., M.D.
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

*To improve health
through leadership,
service and education.*



www.dhs.lacounty.gov

November 23, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF
PROGRESS, HOSPITAL OPERATIONS, AND OTHER
ISSUES RELATED TO THE TRANSITION TO THE
NEW LAC+USC MEDICAL CENTER – PROGRESS
REPORT #45 (Agenda Item #S-2, November 23, 2010)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of October 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of October was 596 out of 671 licensed beds, an estimated 88% utilization rate (90% occupancy). The census for Medical/Surgical units was an estimated 98% utilization rate (100% occupancy) for October 2010.

Emergency Department (ED) Indicators

As a result of the implementation of rapid medical evaluation and the performance of a Medical Screening Examination (MSE) on every patient within a goal of one hour of arrival to the ED and the addition of associated staff to perform ED functions, several measures have significantly improved. As shown in attachment #1, the following key indicators should be noted:

ED Boarding Time – the time from physician order for admission to time the patient is transferred to an inpatient bed has been reduced by 2.5 hours on average per patient.

Left Without Being Seen – the number of patients who left the ED without being seen as a percentage of all ED visits has reduced to approximately 3%, the lowest since the move to the Replacement Facility.

Crowding Level Comparison – the highest level of crowding has been reduced by more than 45% since August 2010.

Less significant reductions were noted in Average Length of Stay, Diversion and Patients Transferred Out. Contract negotiations with additional private hospitals for transfers out are ongoing.

Additional Information Requested

During the Board discussion regarding the LAC+USC progress report at the meeting held on November 9, 2010, Supervisor Antonovich requested that the Department provide a report on the average cost per bed (fixed and variable costs including overhead) for each of the County hospitals. This information will be provided in a separate report within the next two weeks.

If you have any questions or need additional information regarding this report, please contact me or Carol Meyer, Chief of Operations, at (213) 240-8370.

JFS:CM:pm
811:003

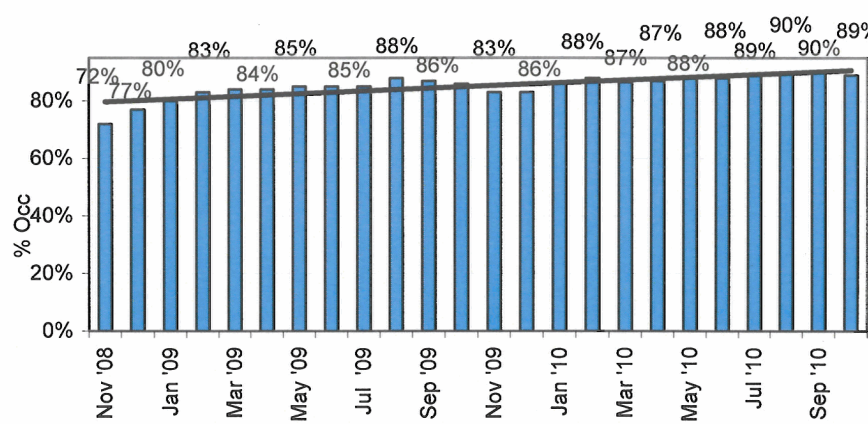
Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

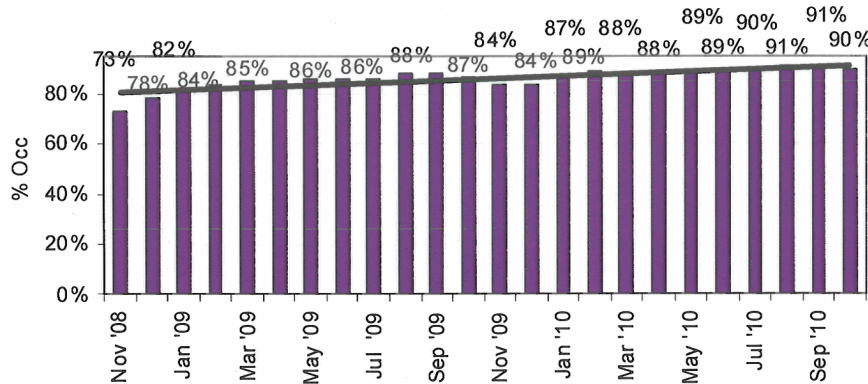
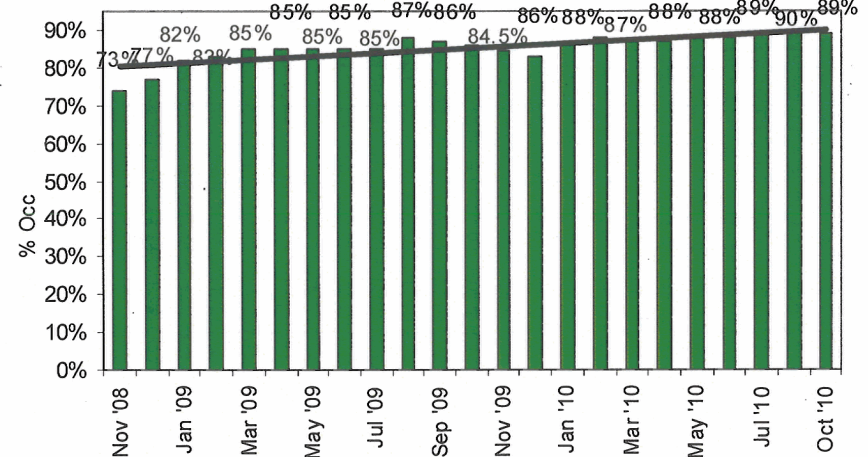
LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																																						
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics	<p>1a. Average Daily Census (ADC)</p> <p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p>ADC</p> <table><thead><tr><th>Date</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Jan '07</td><td>598</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>Jul '07</td><td>612</td></tr><tr><td>Oct '07</td><td>605</td></tr><tr><td>Jan '08</td><td>625.5</td></tr><tr><td>Apr '08</td><td>623</td></tr><tr><td>Jul '08</td><td>590</td></tr><tr><td>Oct '08</td><td>609</td></tr><tr><td>Jan '09</td><td>605</td></tr><tr><td>May '09</td><td>583</td></tr><tr><td>Aug '09</td><td>611</td></tr><tr><td>Nov '09</td><td>578</td></tr><tr><td>Feb '10</td><td>596</td></tr><tr><td>May '10</td><td>491</td></tr><tr><td>Aug '10</td><td>551</td></tr><tr><td></td><td>563</td></tr><tr><td></td><td>577</td></tr><tr><td></td><td>572</td></tr><tr><td></td><td>573</td></tr><tr><td></td><td>589</td></tr><tr><td></td><td>581</td></tr><tr><td></td><td>567</td></tr><tr><td></td><td>559</td></tr><tr><td></td><td>578</td></tr><tr><td></td><td>592</td></tr><tr><td></td><td>586</td></tr><tr><td></td><td>588</td></tr><tr><td></td><td>595</td></tr><tr><td></td><td>592</td></tr><tr><td></td><td>596</td></tr><tr><td></td><td>604</td></tr><tr><td></td><td>598</td></tr><tr><td></td><td>596</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Date	ADC	Oct '06	637	Jan '07	598	Apr '07	623	Jul '07	612	Oct '07	605	Jan '08	625.5	Apr '08	623	Jul '08	590	Oct '08	609	Jan '09	605	May '09	583	Aug '09	611	Nov '09	578	Feb '10	596	May '10	491	Aug '10	551		563		577		572		573		589		581		567		559		578		592		586		588		595		592		596		604		598		596	<p>ADC provided as background information.</p>
Date	ADC																																																																								
Oct '06	637																																																																								
Jan '07	598																																																																								
Apr '07	623																																																																								
Jul '07	612																																																																								
Oct '07	605																																																																								
Jan '08	625.5																																																																								
Apr '08	623																																																																								
Jul '08	590																																																																								
Oct '08	609																																																																								
Jan '09	605																																																																								
May '09	583																																																																								
Aug '09	611																																																																								
Nov '09	578																																																																								
Feb '10	596																																																																								
May '10	491																																																																								
Aug '10	551																																																																								
	563																																																																								
	577																																																																								
	572																																																																								
	573																																																																								
	589																																																																								
	581																																																																								
	567																																																																								
	559																																																																								
	578																																																																								
	592																																																																								
	586																																																																								
	588																																																																								
	595																																																																								
	592																																																																								
	596																																																																								
	604																																																																								
	598																																																																								
	596																																																																								

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																			
1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = $\text{Med Center Census} - \text{Newborns} / 600$</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns) Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>88%</td></tr><tr><td>Aug '09</td><td>86%</td></tr><tr><td>Sep '09</td><td>83%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>88%</td></tr><tr><td>Dec '09</td><td>87%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Feb '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>Apr '10</td><td>88%</td></tr><tr><td>May '10</td><td>90%</td></tr><tr><td>Jun '10</td><td>89%</td></tr><tr><td>Jul '10</td><td>90%</td></tr><tr><td>Aug '10</td><td>90%</td></tr><tr><td>Sep '10</td><td>89%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	88%	Aug '09	86%	Sep '09	83%	Oct '09	86%	Nov '09	88%	Dec '09	87%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	88%	May '10	90%	Jun '10	89%	Jul '10	90%	Aug '10	90%	Sep '10	89%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
Month	% Occ																																																		
Nov '08	72%																																																		
Dec '08	77%																																																		
Jan '09	80%																																																		
Feb '09	83%																																																		
Mar '09	84%																																																		
Apr '09	85%																																																		
May '09	85%																																																		
Jun '09	85%																																																		
Jul '09	88%																																																		
Aug '09	86%																																																		
Sep '09	83%																																																		
Oct '09	86%																																																		
Nov '09	88%																																																		
Dec '09	87%																																																		
Jan '10	88%																																																		
Feb '10	87%																																																		
Mar '10	88%																																																		
Apr '10	88%																																																		
May '10	90%																																																		
Jun '10	89%																																																		
Jul '10	90%																																																		
Aug '10	90%																																																		
Sep '10	89%																																																		

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																		
		<div>2. Medical Center Licensed Occupancy Rate (including Newborns)</div> <div>Med Center Census + Newborn / 600</div> <div><table><caption>Medical Center Licensed Occupancy Rate Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>86%</td></tr><tr><td>May '09</td><td>86%</td></tr><tr><td>Jun '09</td><td>86%</td></tr><tr><td>Jul '09</td><td>88%</td></tr><tr><td>Aug '09</td><td>88%</td></tr><tr><td>Sep '09</td><td>87%</td></tr><tr><td>Oct '09</td><td>84%</td></tr><tr><td>Nov '09</td><td>84%</td></tr><tr><td>Dec '09</td><td>87%</td></tr><tr><td>Jan '10</td><td>89%</td></tr><tr><td>Feb '10</td><td>88%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>Apr '10</td><td>89%</td></tr><tr><td>May '10</td><td>89%</td></tr><tr><td>Jun '10</td><td>90%</td></tr><tr><td>Jul '10</td><td>91%</td></tr><tr><td>Aug '10</td><td>91%</td></tr><tr><td>Sep '10</td><td>90%</td></tr></tbody></table></div>	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	Mar '09	85%	Apr '09	86%	May '09	86%	Jun '09	86%	Jul '09	88%	Aug '09	88%	Sep '09	87%	Oct '09	84%	Nov '09	84%	Dec '09	87%	Jan '10	89%	Feb '10	88%	Mar '10	88%	Apr '10	89%	May '10	89%	Jun '10	90%	Jul '10	91%	Aug '10	91%	Sep '10	90%			
Month	% Occ																																																				
Nov '08	73%																																																				
Dec '08	78%																																																				
Jan '09	82%																																																				
Feb '09	84%																																																				
Mar '09	85%																																																				
Apr '09	86%																																																				
May '09	86%																																																				
Jun '09	86%																																																				
Jul '09	88%																																																				
Aug '09	88%																																																				
Sep '09	87%																																																				
Oct '09	84%																																																				
Nov '09	84%																																																				
Dec '09	87%																																																				
Jan '10	89%																																																				
Feb '10	88%																																																				
Mar '10	88%																																																				
Apr '10	89%																																																				
May '10	89%																																																				
Jun '10	90%																																																				
Jul '10	91%																																																				
Aug '10	91%																																																				
Sep '10	90%																																																				
		<div>3. Healthcare Network Budgeted Occupancy</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>82%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>87%</td></tr><tr><td>Sep '09</td><td>86%</td></tr><tr><td>Oct '09</td><td>84.5%</td></tr><tr><td>Nov '09</td><td>86%</td></tr><tr><td>Dec '09</td><td>88%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Feb '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>88%</td></tr><tr><td>Apr '10</td><td>88%</td></tr><tr><td>May '10</td><td>89%</td></tr><tr><td>Jun '10</td><td>90%</td></tr><tr><td>Jul '10</td><td>89%</td></tr><tr><td>Aug '10</td><td>89%</td></tr><tr><td>Sep '10</td><td>89%</td></tr><tr><td>Oct '10</td><td>89%</td></tr></tbody></table></div>	Month	% Occ	Nov '08	73%	Dec '08	77%	Jan '09	82%	Feb '09	82%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	87%	Sep '09	86%	Oct '09	84.5%	Nov '09	86%	Dec '09	88%	Jan '10	88%	Feb '10	87%	Mar '10	88%	Apr '10	88%	May '10	89%	Jun '10	90%	Jul '10	89%	Aug '10	89%	Sep '10	89%	Oct '10	89%	
Month	% Occ																																																				
Nov '08	73%																																																				
Dec '08	77%																																																				
Jan '09	82%																																																				
Feb '09	82%																																																				
Mar '09	85%																																																				
Apr '09	85%																																																				
May '09	85%																																																				
Jun '09	85%																																																				
Jul '09	85%																																																				
Aug '09	87%																																																				
Sep '09	86%																																																				
Oct '09	84.5%																																																				
Nov '09	86%																																																				
Dec '09	88%																																																				
Jan '10	88%																																																				
Feb '10	87%																																																				
Mar '10	88%																																																				
Apr '10	88%																																																				
May '10	89%																																																				
Jun '10	90%																																																				
Jul '10	89%																																																				
Aug '10	89%																																																				
Sep '10	89%																																																				
Oct '10	89%																																																				
		<div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>																																																			

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																																																																				
Indicator #2 - Emergency Department Metrics																																																																																																							
<p>2a.</p> <p>Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p>Median EDBT</p> <table border="1"> <caption>Median EDBT Data (Estimated from Chart)</caption> <thead> <tr> <th>Month</th> <th>Adult (hr:min)</th> <th>Peds (hr:min)</th> <th>Total (hr:min)</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>3:00</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>4:00</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>4:00</td></tr> <tr><td>May '09</td><td>6:08</td><td>2:31</td><td>4:34</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:35</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:13</td><td>2:39</td><td>4:41</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:53</td><td>4:44</td></tr> <tr><td>Oct '09</td><td>4:36</td><td>2:40</td><td>3:57</td></tr> <tr><td>Nov '09</td><td>4:02</td><td>2:32</td><td>3:45</td></tr> <tr><td>Dec '09</td><td>5:55</td><td>2:47</td><td>4:02</td></tr> <tr><td>Jan '10</td><td>5:30</td><td>2:34</td><td>5:14</td></tr> <tr><td>Feb '10</td><td>6:47</td><td>3:05</td><td>4:45</td></tr> <tr><td>Mar '10</td><td>6:04</td><td>2:43</td><td>5:42</td></tr> <tr><td>Apr '10</td><td>6:23</td><td>2:27</td><td>5:10</td></tr> <tr><td>May '10</td><td>6:44</td><td>2:28</td><td>5:29</td></tr> <tr><td>Jun '10</td><td>10:26</td><td>2:20</td><td>5:48</td></tr> <tr><td>Jul '10</td><td>9:03</td><td>2:16</td><td>8:44</td></tr> <tr><td>Aug '10</td><td>11:32</td><td>1:59</td><td>9:03</td></tr> <tr><td>Sep '10</td><td>7:57</td><td>2:14</td><td>6:27</td></tr> <tr><td>Oct '10</td><td>6:27</td><td>2:22</td><td>6:27</td></tr> </tbody> </table> <p>Oct '10 data is Preliminary data</p>	Month	Adult (hr:min)	Peds (hr:min)	Total (hr:min)	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	3:00	4:44	Mar '09	6:06	2:22	4:00	Apr '09	7:43	2:32	4:00	May '09	6:08	2:31	4:34	Jun '09	5:00	2:36	3:38	Jul '09	5:37	2:35	4:32	Aug '09	5:13	2:39	4:41	Sep '09	5:37	2:53	4:44	Oct '09	4:36	2:40	3:57	Nov '09	4:02	2:32	3:45	Dec '09	5:55	2:47	4:02	Jan '10	5:30	2:34	5:14	Feb '10	6:47	3:05	4:45	Mar '10	6:04	2:43	5:42	Apr '10	6:23	2:27	5:10	May '10	6:44	2:28	5:29	Jun '10	10:26	2:20	5:48	Jul '10	9:03	2:16	8:44	Aug '10	11:32	1:59	9:03	Sep '10	7:57	2:14	6:27	Oct '10	6:27	2:22	6:27	
Month	Adult (hr:min)	Peds (hr:min)	Total (hr:min)																																																																																																				
Nov '08	4:28	2:18	4:12																																																																																																				
Dec '08	4:58	2:17	4:33																																																																																																				
Jan '09	5:22	2:21	4:28																																																																																																				
Feb '09	5:14	3:00	4:44																																																																																																				
Mar '09	6:06	2:22	4:00																																																																																																				
Apr '09	7:43	2:32	4:00																																																																																																				
May '09	6:08	2:31	4:34																																																																																																				
Jun '09	5:00	2:36	3:38																																																																																																				
Jul '09	5:37	2:35	4:32																																																																																																				
Aug '09	5:13	2:39	4:41																																																																																																				
Sep '09	5:37	2:53	4:44																																																																																																				
Oct '09	4:36	2:40	3:57																																																																																																				
Nov '09	4:02	2:32	3:45																																																																																																				
Dec '09	5:55	2:47	4:02																																																																																																				
Jan '10	5:30	2:34	5:14																																																																																																				
Feb '10	6:47	3:05	4:45																																																																																																				
Mar '10	6:04	2:43	5:42																																																																																																				
Apr '10	6:23	2:27	5:10																																																																																																				
May '10	6:44	2:28	5:29																																																																																																				
Jun '10	10:26	2:20	5:48																																																																																																				
Jul '10	9:03	2:16	8:44																																																																																																				
Aug '10	11:32	1:59	9:03																																																																																																				
Sep '10	7:57	2:14	6:27																																																																																																				
Oct '10	6:27	2:22	6:27																																																																																																				

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																																																																		
		<div><p>Median Boarding Time (Adult)*</p><p>Time (hrs:min)</p><table><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Nov '06</td><td>5:21</td></tr><tr><td>Dec '06</td><td>3:43</td></tr><tr><td>Jan '07</td><td>3:37</td></tr><tr><td>Feb '07</td><td>3:43</td></tr><tr><td>Mar '07</td><td>3:44</td></tr><tr><td>Apr '07</td><td>5:00</td></tr><tr><td>May '07</td><td>5:00</td></tr><tr><td>Jun '07</td><td>4:25</td></tr><tr><td>Jul '07</td><td>3:09</td></tr><tr><td>Aug '07</td><td>3:45</td></tr><tr><td>Sep '07</td><td>3:40</td></tr><tr><td>Oct '07</td><td>4:46</td></tr><tr><td>Nov '07</td><td>4:26</td></tr><tr><td>Dec '07</td><td>3:21</td></tr><tr><td>Jan '08</td><td>2:43</td></tr><tr><td>Feb '08</td><td>4:00</td></tr><tr><td>Mar '08</td><td>2:35</td></tr><tr><td>Apr '08</td><td>4:42</td></tr><tr><td>May '08</td><td>4:58</td></tr><tr><td>Jun '08</td><td>5:18</td></tr><tr><td>Jul '08</td><td>5:22</td></tr><tr><td>Aug '08</td><td>6:06</td></tr><tr><td>Sep '08</td><td>7:43</td></tr><tr><td>Oct '08</td><td>04:34</td></tr><tr><td>Nov '08</td><td>3:54</td></tr><tr><td>Dec '08</td><td>5:37</td></tr><tr><td>Jan '09</td><td>5:13</td></tr><tr><td>Feb '09</td><td>5:37</td></tr><tr><td>Mar '09</td><td>4:36</td></tr><tr><td>Apr '09</td><td>4:02</td></tr><tr><td>May '09</td><td>4:02</td></tr><tr><td>Jun '09</td><td>5:55</td></tr><tr><td>Jul '09</td><td>5:30</td></tr><tr><td>Aug '09</td><td>6:47</td></tr><tr><td>Sep '09</td><td>6:04</td></tr><tr><td>Oct '09</td><td>6:23</td></tr><tr><td>Nov '09</td><td>6:44</td></tr><tr><td>Dec '09</td><td>10:26</td></tr><tr><td>Jan '10</td><td>11:28</td></tr><tr><td>Feb '10</td><td>7:57</td></tr><tr><td>Mar '10</td><td></td></tr><tr><td>Apr '10</td><td></td></tr><tr><td>May '10</td><td></td></tr><tr><td>Jun '10</td><td></td></tr><tr><td>Jul '10</td><td></td></tr><tr><td>Aug '10</td><td></td></tr><tr><td>Sep '10</td><td></td></tr></table></div> <p>Oct '10 data is Preliminary data</p>	Month	Median Boarding Time (hrs:min)	Oct '06	4:34	Nov '06	5:21	Dec '06	3:43	Jan '07	3:37	Feb '07	3:43	Mar '07	3:44	Apr '07	5:00	May '07	5:00	Jun '07	4:25	Jul '07	3:09	Aug '07	3:45	Sep '07	3:40	Oct '07	4:46	Nov '07	4:26	Dec '07	3:21	Jan '08	2:43	Feb '08	4:00	Mar '08	2:35	Apr '08	4:42	May '08	4:58	Jun '08	5:18	Jul '08	5:22	Aug '08	6:06	Sep '08	7:43	Oct '08	04:34	Nov '08	3:54	Dec '08	5:37	Jan '09	5:13	Feb '09	5:37	Mar '09	4:36	Apr '09	4:02	May '09	4:02	Jun '09	5:55	Jul '09	5:30	Aug '09	6:47	Sep '09	6:04	Oct '09	6:23	Nov '09	6:44	Dec '09	10:26	Jan '10	11:28	Feb '10	7:57	Mar '10		Apr '10		May '10		Jun '10		Jul '10		Aug '10		Sep '10		
Month	Median Boarding Time (hrs:min)																																																																																																				
Oct '06	4:34																																																																																																				
Nov '06	5:21																																																																																																				
Dec '06	3:43																																																																																																				
Jan '07	3:37																																																																																																				
Feb '07	3:43																																																																																																				
Mar '07	3:44																																																																																																				
Apr '07	5:00																																																																																																				
May '07	5:00																																																																																																				
Jun '07	4:25																																																																																																				
Jul '07	3:09																																																																																																				
Aug '07	3:45																																																																																																				
Sep '07	3:40																																																																																																				
Oct '07	4:46																																																																																																				
Nov '07	4:26																																																																																																				
Dec '07	3:21																																																																																																				
Jan '08	2:43																																																																																																				
Feb '08	4:00																																																																																																				
Mar '08	2:35																																																																																																				
Apr '08	4:42																																																																																																				
May '08	4:58																																																																																																				
Jun '08	5:18																																																																																																				
Jul '08	5:22																																																																																																				
Aug '08	6:06																																																																																																				
Sep '08	7:43																																																																																																				
Oct '08	04:34																																																																																																				
Nov '08	3:54																																																																																																				
Dec '08	5:37																																																																																																				
Jan '09	5:13																																																																																																				
Feb '09	5:37																																																																																																				
Mar '09	4:36																																																																																																				
Apr '09	4:02																																																																																																				
May '09	4:02																																																																																																				
Jun '09	5:55																																																																																																				
Jul '09	5:30																																																																																																				
Aug '09	6:47																																																																																																				
Sep '09	6:04																																																																																																				
Oct '09	6:23																																																																																																				
Nov '09	6:44																																																																																																				
Dec '09	10:26																																																																																																				
Jan '10	11:28																																																																																																				
Feb '10	7:57																																																																																																				
Mar '10																																																																																																					
Apr '10																																																																																																					
May '10																																																																																																					
Jun '10																																																																																																					
Jul '10																																																																																																					
Aug '10																																																																																																					
Sep '10																																																																																																					

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><u>Definition:</u> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Average ED Wait Time</p> <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Oct '10 data is Preliminary data</p>	

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Oct '08 Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct</p> <p style="text-align: center;"># of pts %</p> <p style="text-align: center;"> Number ◆ Percent </p> <p>Oct '10 data is Preliminary data</p>	

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																																																																		
Indicator #2 - Emergency Department Metrics																																																																																																					
2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p>Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>36</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>32</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>61</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>59</td></tr><tr><td>Jun '10</td><td>69</td></tr><tr><td>Jul '10</td><td>75</td></tr><tr><td>Aug '10</td><td>81</td></tr><tr><td>Sep '10</td><td>72</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	36	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	Jun '10	69	Jul '10	75	Aug '10	81	Sep '10	72	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while “on diversion”.
Month	% on Diversion																																																																																																				
Oct '06	49																																																																																																				
Nov '06	42																																																																																																				
Dec '06	31																																																																																																				
Jan '07	38																																																																																																				
Feb '07	45																																																																																																				
Mar '07	42																																																																																																				
Apr '07	38																																																																																																				
May '07	31																																																																																																				
Jun '07	32																																																																																																				
Jul '07	34																																																																																																				
Aug '07	28																																																																																																				
Sep '07	36																																																																																																				
Oct '07	21																																																																																																				
Nov '07	21																																																																																																				
Dec '07	25																																																																																																				
Jan '08	52																																																																																																				
Feb '08	51																																																																																																				
Mar '08	51																																																																																																				
Apr '08	30																																																																																																				
May '08	23																																																																																																				
Jun '08	25																																																																																																				
Jul '08	42																																																																																																				
Aug '08	50																																																																																																				
Sep '08	51																																																																																																				
Oct '08	50																																																																																																				
Nov '08	40																																																																																																				
Dec '08	58																																																																																																				
Jan '09	52																																																																																																				
Feb '09	55																																																																																																				
Mar '09	58																																																																																																				
Apr '09	35																																																																																																				
May '09	35																																																																																																				
Jun '09	63																																																																																																				
Jul '09	52																																																																																																				
Aug '09	51																																																																																																				
Sep '09	59																																																																																																				
Oct '09	41																																																																																																				
Nov '09	32																																																																																																				
Dec '09	43																																																																																																				
Jan '10	60																																																																																																				
Feb '10	55																																																																																																				
Mar '10	61																																																																																																				
Apr '10	59																																																																																																				
May '10	59																																																																																																				
Jun '10	69																																																																																																				
Jul '10	75																																																																																																				
Aug '10	81																																																																																																				
Sep '10	72																																																																																																				

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments
2e. Surge Report		<p align="center">Crowding Level Comparison</p> <p align="center">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p align="center"> ■ Dangerously OC ■ Severely OC ■ OverCrowded ■ Extremely Busy ■ Busy ■ Not Busy </p>	

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.	<u>Month of Oct '10</u>			
	Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	40	NA	-
		# Referred to RLAH	39	26	65
		# Transfers	37	26	63
		# Denied	2	NA	-
		# Cancelled	1*	NA	-
		# Patients refused*	1	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	37	NA	-		
# Referred to RLAH	33	2	35		
# Transfers	21	2	23		
# Denied	12	NA	-		
# Cancelled	4*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments																																																																																																																																																						
		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>29</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>22</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>59</td><td>14</td></tr><tr><td>Aug '09</td><td>52</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr><tr><td>Oct '09</td><td>52</td><td>25</td></tr><tr><td>Nov '09</td><td>39</td><td>25</td></tr><tr><td>Dec '09</td><td>50</td><td>20</td></tr><tr><td>Jan '10</td><td>48</td><td>18</td></tr><tr><td>Feb '10</td><td>52</td><td>20</td></tr><tr><td>Mar '10</td><td>33</td><td>24</td></tr><tr><td>Apr '10</td><td>36</td><td>24</td></tr><tr><td>May '10</td><td>49</td><td>16</td></tr><tr><td>Jun '10</td><td>41</td><td>21</td></tr><tr><td>Jul '10</td><td>47</td><td>20</td></tr><tr><td>Aug '10</td><td>49</td><td>21</td></tr><tr><td>Sep '10</td><td>48</td><td>23</td></tr><tr><td>Oct '10</td><td>37</td><td>21</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>61</td><td>111</td></tr><tr><td>Jan '10</td><td>52</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr><tr><td>Mar '10</td><td>88</td><td>93</td></tr><tr><td>Apr '10</td><td>81</td><td>89</td></tr><tr><td>May '10</td><td>83</td><td>87</td></tr><tr><td>Jun '10</td><td>98</td><td>111</td></tr><tr><td>Jul '10</td><td>84</td><td>100</td></tr><tr><td>Aug '10</td><td>99</td><td>121</td></tr><tr><td>Sep '10</td><td>90</td><td>102</td></tr><tr><td>Oct '10</td><td>86</td><td>86</td></tr></tbody></table></div><p>ata was revised to reflect total # of patients (including stroke patients) referred to Rancho</p></div> <div>D</div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	29	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	May '09	24	28	Jun '09	27	27	Jul '09	59	14	Aug '09	52	24	Sep '09	49	26	Oct '09	52	25	Nov '09	39	25	Dec '09	50	20	Jan '10	48	18	Feb '10	52	20	Mar '10	33	24	Apr '10	36	24	May '10	49	16	Jun '10	41	21	Jul '10	47	20	Aug '10	49	21	Sep '10	48	23	Oct '10	37	21	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	61	111	Jan '10	52	90	Feb '10	68	101	Mar '10	88	93	Apr '10	81	89	May '10	83	87	Jun '10	98	111	Jul '10	84	100	Aug '10	99	121	Sep '10	90	102	Oct '10	86	86	
Month	ER	Inpt																																																																																																																																																							
Nov '08	8	27																																																																																																																																																							
Dec '08	10	28																																																																																																																																																							
Jan '09	29	29																																																																																																																																																							
Feb '09	26	22																																																																																																																																																							
Mar '09	32	24																																																																																																																																																							
Apr '09	34	27																																																																																																																																																							
May '09	24	28																																																																																																																																																							
Jun '09	27	27																																																																																																																																																							
Jul '09	59	14																																																																																																																																																							
Aug '09	52	24																																																																																																																																																							
Sep '09	49	26																																																																																																																																																							
Oct '09	52	25																																																																																																																																																							
Nov '09	39	25																																																																																																																																																							
Dec '09	50	20																																																																																																																																																							
Jan '10	48	18																																																																																																																																																							
Feb '10	52	20																																																																																																																																																							
Mar '10	33	24																																																																																																																																																							
Apr '10	36	24																																																																																																																																																							
May '10	49	16																																																																																																																																																							
Jun '10	41	21																																																																																																																																																							
Jul '10	47	20																																																																																																																																																							
Aug '10	49	21																																																																																																																																																							
Sep '10	48	23																																																																																																																																																							
Oct '10	37	21																																																																																																																																																							
Month	Other Hospitals	Rancho																																																																																																																																																							
Nov '08	14	59																																																																																																																																																							
Dec '08	20	68																																																																																																																																																							
Jan '09	14	79																																																																																																																																																							
Feb '09	18	65																																																																																																																																																							
Mar '09	29	77																																																																																																																																																							
Apr '09	35	80																																																																																																																																																							
May '09	37	82																																																																																																																																																							
Jun '09	32	94																																																																																																																																																							
Jul '09	33	101																																																																																																																																																							
Aug '09	36	113																																																																																																																																																							
Sep '09	58	99																																																																																																																																																							
Oct '09	62	96																																																																																																																																																							
Nov '09	70	98																																																																																																																																																							
Dec '09	61	111																																																																																																																																																							
Jan '10	52	90																																																																																																																																																							
Feb '10	68	101																																																																																																																																																							
Mar '10	88	93																																																																																																																																																							
Apr '10	81	89																																																																																																																																																							
May '10	83	87																																																																																																																																																							
Jun '10	98	111																																																																																																																																																							
Jul '10	84	100																																																																																																																																																							
Aug '10	99	121																																																																																																																																																							
Sep '10	90	102																																																																																																																																																							
Oct '10	86	86																																																																																																																																																							

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) 			

LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – Oct 2010

Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Oct -10	60%	60%	60%	75%	